

HIGH POINT REVIEW

Published Every Friday.

HIGH POINT, N. C.

Another American millionaire has bought a Scotch castle. Hoot, mon!

Keep an eye on the weather or the doctor will have to keep an eye on you.

New York's first snowstorm cost the city \$265,000. And it was only five inches deep.

Think of the nerve of a swindler who tries to work a gold brick game on a crowd of stock brokers.

As we understand the hotel waiters, they are willing that the tipping habit shall be abolished, provided—

Another victory for Turkey. A Colorado farmer tried to use an ax on a sabbler and almost cut his hand off.

Duelling in France is becoming a dangerous pastime. Duellist the other day tripped and sprained his ankle.

Forty per cent. of the people living in New York are foreigners. Chicago continues to be the greatest American city.

The woman who entered suit against a railroad for "loss of her complexion," was simply suing for her trunk.

It is proposed to send men to jail for carrying firearms. If the proposition is carried out the jails are likely to be overcrowded.

The Kansas nimbler who shot at a rabbit and hit six girls has achieved a record of which many a deer hunter would be proud.

The fact that 191 persons were killed during deer season shows that England is not the only nation that takes its pleasures sadly.

When the poet summed up his reasons why the female of the species is more deadly than the male, he forgot to mention her hatpin.

The discovery of \$477 in a New York street beggar's pocket shows that there are still people who do not use the postal savings' banks.

A woman college professor is said to be able to speak fifty-four languages, but most women are able to make one language go a long distance.

A physician informs us that a woman's age can be told by her pulse. Hereafter it will be considered a deed by assault to feel a woman's pulse.

An anonymous dollar was lately received by the conscience fund at Washington. The supposition is that it came from a conscience-stricken trust.

A Turk in a court case in New York insisted on swearing by the beard of the Prophet Mohammed. The accuracy of such testimony naturally hung by a hair.

There is food for a moment's reflection in the case of that ice cream dealer whose wife charges him with not taking a bath oftener than once a year.

A Kansas City judge says that all criminals are small, scrawny men. Evidently he never met one of them in an alley on a dark night, ready for business.

"New York society has been shocked by the dancing of a Filipino girl." And she won't have to look elsewhere for engagements so long as she can keep it up.

Another comet is said to have been discovered seen in Germany, but it may be only one of the sparks the Kaiser has let fly in the direction of the crown prince.

The mayor of an Ohio city has refused an increase of pay on the ground that the present salary is enough. This is truly, as it has been called, the hour of wonders.

A Boston pastor is trying to induce his trustees to establish "courtship parlors" in the basement of his church, and the flippant say he is scheming to increase his own fees.

A Pennsylvania psychologist reports that he has taught two chimpanzees not only to talk, but to think. He ought to be hired to experiment with the sons of some of Pennsylvania's rich men.

There is in Delaware a young man who complains that his life is being made miserable because every woman he meets wants to kiss him. He might try raising a beard or eating onions.

New York waiters protest they don't want tips, but adequate wages. As a matter of fact, it would be necessary to give them the salary of a bank president to compensate them for the loss in tips, so it is likely palms will be allowed to stick as before.

A Chicago woman is about to give a quinceañera party for her son. Probably she will wear a dress coat, diamond style, trousers with diagonal stripes, diamonds and pearls and carry a bouquet of hills-of-the-valley and mountain-rose.

SEES BETTER AND CHEAPER SERVICE

President Submits an Economy and Efficiency Message.

RESULTS OF INQUIRY TOLD

Special Commission Found Extravagant and Antiquated Methods in Government Work and Many Unnecessary Offices.

Washington. — President Taft has submitted to congress a special message on economy and efficiency in the government service. The message in part is as follows:

To the Senate and House of Representatives:

I submit for the information of the congress this report of progress made in the inquiry into the efficiency and economy of the methods of transacting public business.

Efficiency and economy in the government service have been demanded with increasing insistence for a generation. Real economy is the result of efficient organization. By perfecting the organization the same benefits may be obtained at less expense. A reduction in the total of the annual appropriations is not in itself a proof of economy, since it is often accompanied by a decrease in efficiency. The needs of the nation may demand a large increase of expenditure, yet to keep the total appropriation within the expected revenue is necessary to the maintenance of public credit.

Upon the president must rest a large share of the responsibility for the demands made upon the treasury for the current administration of the executive branch of the government. It is the duty of congress to rest responsibility for those grants of public funds which are made for other purposes.

Reason for the Inquiry.

Recognizing my share of responsibility for efficient and economical administration, I have endeavored during the past two years, with the assistance of heads of departments, to secure the best results. As one of the means to this end I requested a grant from congress to make my efforts more effective.

An appropriation of \$100,000 was made June 25, 1910, to enable the president to inquire into the methods of transacting the public business of the executive departments and other government establishments and to recommend to congress such legislation as may be necessary to carry into effect changes found to be desirable that cannot be accomplished by executive action alone. I have been given this fund to enable me to take action and to make specific recommendations with respect to the details of transacting the business of an organization whose activities are almost as varied as those of the entire business world. The operations of the government affect the interest of every person living within the jurisdiction of the United States. Its organization embraces stations and centers of work located in every city and in many local subdivisions of the country. Its gross expenditures amount to nearly \$1,000,000,000 annually. Including the personnel of the military and naval establishments, more than 400,000 persons are required to do the work imposed by law upon the executive branch of the government.

Plan of the Work.

In accordance with my instructions, the commission on economy and efficiency, which I organized to aid me in the inquiry, has directed its efforts primarily to the formulation of concrete recommendations looking to the betterment of the fundamental conditions under which governmental operations must be carried on. With a basis thus laid, it has proceeded to the prosecution of detailed studies of individual services and classes of work, with particular practices and methods, pushing these studies as far as possible, as many points and services, as the resources and time at its disposal have permitted.

In approaching its task it has divided the work into five fields of inquiry having to do respectively with organization, methods, business, accounting, and reporting, and the budget.

Comprehensive Plan of Organization.

On organization the commission has entered upon the preparation of three series of reports. The first series deals with the manner in which the services of the government should be grouped in departments. This is a matter of fundamental importance. It is only after a satisfactory solution of this problem that many important measures of reform become possible.

The second and third series of reports deal, respectively, with the organization and activities of particular services, and the form of organization for the performance of particular business operations.

One of the reports of the second series is upon the revenue cutter service, which costs the government over two and a half million dollars each year. In the opinion of the commission its varied activities can be performed with equal, or greater, advantage by other services. The commission, therefore, recommends that it be abolished. It is estimated that by so doing a saving of not less than \$1,000,000 a year can be made.

Another report illustrating the second series recommends that the lighthouse and life saving services be administered by a single bureau, instead of as at present by two bureaus located in different departments. These services have much in common. Geographically, they are similarly located; administratively, they have many of the same problems. It is estimated that consolidation would result in a saving of not less than \$100,000 annually.

Abolition of Local Offices.

Perhaps the part of the organization in which the greatest economy in public expenditure is possible is to be found in the numerous local offices of the government. In some instances the establishment and the discontinuance of these local offices are matters of administrative discretion. In other instances they are established by permanent law in such a manner that their discontinuance is beyond the power of the president or that of any executive officer.

The responsibility for the maintenance of these conditions must naturally be divided between the congress and the executive. But that the executive has performed his duty when he has called the attention of the congress to the matter must also be admitted. Realizing my responsibility in the premises, I have directed the commission to prepare a report setting forth the positions in the local service of the government which may be discontinued with advantage, the saving which would result from such action and the changes in law which are necessary to carry into effect changes in organization found to be desirable. On

the coming in of the report, such offices as may be found useless and can be abolished will be so treated by executive order.

Classification of Local Offices.

In my recent message to the congress I urged consideration of the necessity of placing in the classified service all of the local officers under the departments of the treasury, the interior, postoffice and commerce and labor.

The next step which must be taken is to require of heads of bureaus in the departments at Washington, and of most of the local officers under the departments, qualifications of capacity similar to those now required of certain heads of bureaus and of local officers. The extension of the merit system to these officers and a needed readjustment of salaries will have important effects in securing greater economy and efficiency.

In the first place, the possession by the incumbents of these positions of requisite qualifications must in itself promote efficiency.

In the second place, the removal of local officers from the realm of political patronage in many cases would reduce the pay roll of the field services. At the present time the incumbents of many of these positions leave the service for numerous reasons. The government often pays two persons for doing work that could easily be done by one. What is the loss to the government cannot be stated, but that it is very large cannot be denied. It is to be remembered, however, that the local officers in the postal, customs, internal revenue, public lands, and other field services of the government.

In the third place, so long as local officers are within the sphere of political patronage it is difficult to consider the question of the establishment or discontinuance of local offices apart from the effect upon local political situations.

Finally, the view that these various offices are to be filled as a result of political considerations has for its consequence the necessity that the president and members of congress devote matters of patronage time which they should devote to questions of policy and administration.

Superannuation.

Attention has been directed in recent years to the need of a suitable plan of retiring the superannuated employees in the executive civil service. In the belief that it is desirable that any steps toward the establishment of such a plan shall be taken with caution, I instructed the commission to inquire into the conditions at Washington. This inquiry has been directed to the ascertainment of the extent to which superannuation now exists and to the consideration of the availability of the various plans which either have been proposed or are being considered. I have actually been adopted in other countries.

I shall submit, in the near future, for the consideration of the congress a plan for the retirement of aged employees in the civil service which will safeguard the interests of the government and at the same time make reasonable provision for the needs of those who have served the best part of their lives to the service of the state.

Business Methods.

In every case where technical processes have been studied the need of a method beyond question that large economies may be effected. The subjects first approached were those which lie close to each administrator, viz, office practices. An illustration of the possibilities within this field may be found in the results of the inquiry into the methods of handling and filing correspondence.

Every office in the government has reported its methods to the commission. These reports brought to light the fact that present methods were quite in the reverse of uniform. Some offices follow the practice of briefing all correspondence, some do not. Some have flat files; others fold all papers before filing. Some use press copies; others retain only carbon copies.

Need for Labor-Saving Office Devices.

The use of labor-saving office devices in the service has been made the subject of special inquiry. An impression prevails that the government is not making use of mechanical devices for economizing labor to the same extent as are efficiently managed private enterprises. A study has been made of the extent to which the needs of this character are being met. Every office in the government has reported its methods to the commission. These reports brought to light the fact that present methods were quite in the reverse of uniform. Some offices follow the practice of briefing all correspondence, some do not. Some have flat files; others fold all papers before filing. Some use press copies; others retain only carbon copies.

The efforts of the commission resulted also in the adoption by several bureaus or departments of improved methods of doing copy work. The amount of copy work heretofore done by hand each year in many offices is estimated to aggregate several hundred thousand dollars. The commission exhibited, at its offices, appliances that were thought to be especially adapted to this kind of government work. Following these demonstrations methods of copying were introduced which have brought about a saving of over 75 per cent. in offices where used for six months. This change in one small cross-section of office practice will more than offset the whole cost of my inquiry.

Waste in the Distribution of Public Documents.

Going outside the office, one of the business processes which have been investigated is the distribution of department documents. This is a subject with which both the congress and administration are concerned. The prevailing practice in handling departmental publications is to have them manufactured at the government printing office; each job when completed is delivered to the department; here the books or pamphlets are wrapped and addressed; then are sent to the postoffice; there they are sorted and prepared for shipment through the mails; from the postoffice they are sent to the railroad station, which is only a few steps from the government printing office, when they started. The results of this laborious and circuitous method is to make the use of the best mechanical equipment impracticable and to waste each year not less than a quarter of a million dollars of government funds in useless handling, to say nothing of the indirect loss due to lack of proper co-ordination.

Wasteful Use of Properties and Equipment.

The use of equipment is a matter which also has been investigated. Up to the present time this investigation has been in the main confined to the subject of electric lighting. The government pays over \$600,000 per year for electric current; it has made large capital outlays for wiring and fixtures. With the increasing demands in many buildings the present equipment is taxed to its limit and if the present methods are continued much of this wiring must be done over; in many places employees are working at a great physical disadvantage, due to inadequate and improper lighting, and thereby with reduced efficiency. In every place where the inquiry has been conducted it appears that there is large waste; that without the cost of rewiring, simply by giving proper attention to the use of lights and the use of proper lamps and reflectors, the light efficiency at points where needed may be much increased and the cost of current reduced from 30 to 50 per cent. Other inquiries into the use which is being made of properties and equipment are contemplated which promise even larger results.

Lack of Specifications.

The importance of establishing and maintaining standard specifications in the coming in of the report, such offices as may be found useless and can be abolished will be so treated by executive order.

found not only in the possibility of very materially reducing the direct cost of government trading, but also in insuring to the service materials, supplies and equipment which are better adapted to its purposes. One of the results of indefiniteness of specifications is to impose contract conditions which make it extra hazardous for persons to enter into contractual relations. This not only deprives the government of the advantage of broad competition, but causes it to pay an added margin in price to vendors who must carry the risk.

Excessive Cost of Travel.

One of the first steps taken toward constructive work was the reclassification of the expenditures for the year 1910 by objects. The foundation was thus made for the investigation of government trading practices. While it was recognized that this large field could not be covered within a year except at enormous cost, the subjects of "Transportation of persons" and "Subsistence while in travel status" were taken as concrete examples. The annual cost of travel to the government was found to be about \$12,000,000. It was also found that the government employees were traveling in practically every way that was open to the public; it was further found that although the government was the largest user of transportation, it was buying railroad tickets on a less favorable basis than would be possible if the subject of traveling expenses were systematically handled from the point of view of the government as a whole. The form of ticket most often used between such points as New York, Philadelphia and Washington was the single-trip, first-class ticket. In two departments definite tests have been made in the use of mileage books and in each practically the same result has been reported, viz., an average saving of a little over one-half of one cent per mile.

Better Methods for Purchasing.

Through a long period of years and by numerous laws and orders there has grown up a procedure governing public advertising and contracting that is more burdensome and expensive in some cases than is necessary. The procedure is not uniform in the various departments; it is not uniform in many cases for the different services in the same department. To make uniform the requirements so far as practicable will be in the interest of economy and efficiency and bring about that simplicity that will secure the largest opportunity for contractors to bid for government work, and will secure for the government the most favorable prices obtainable by any purchaser.

The Budget.

The United States is the only great nation whose government is operated without a budget. This fact seems to be more striking when it is considered that budgets and budget procedures are the outgrowth of democratic doctrines and have had an important part in the development of modern constitutional rights. The American commonwealth has suffered much from irresponsibility on the part of its governing agencies. The constitutional purpose of a budget is to make government responsive to public opinion and responsible for its acts.

The Budget as an Annual Program.

A budget should be the means for getting before the legislative branch, before the press, and before the people a definite annual program of business to be financed; it should be in the nature of a prospectus both of revenues and expenditures; it should comprehend every relation of the government to the people, whether in the raising of revenues or in the rendering of services.

In many foreign countries the annual budget program is discussed with special reference to the revenue to be raised, the thought being that the raising of revenue bears more direct relation to welfare than government expenditure. Around questions of source of revenue political parties have been organized, and on such questions voters in the United States have taken sides since the first revenue law was proposed.

Public-Welfare Questions.

The principal government objects in which the people of the United States are interested include:

The national defense; the protection of persons and property; the promotion of friendly relations and the protection of American interests abroad; the regulation of commerce and industry; the promotion of agriculture, fisheries, forestry and mining; the promotion of manufacturing, commerce, and banking; the promotion of transportation and communication; the postal service, including postal savings and parcels post; the care for and utilization of public domain; the promotion of education, art, science and recreation; the promotion of the public health; the care and education of the Indians and other wards of the nation.

These are public-welfare questions in which I assume every citizen has a vital interest. I believe that every member of the public should have been an official representative of the people, each editor, as a non-official representative of public opinion, each citizen, as a beneficiary of the trust imposed on officers of the government, should be able readily to ascertain how much has been spent for each of these purposes; how much has been appropriated for the current year; how much the administration is asking for each of these purposes for the next fiscal year.

Furthermore, each person interested should have laid before him a clear, well-digested statement showing in detail whether moneys appropriated have been economically spent and whether each division or office has been efficiently run. This is the information which should be available each year in the form of a budget and in detail accounts and reports supporting the budget.

Continuance of the Commission.

I ask the continuance of this commission on economy and efficiency because of the excellent beginning which has been made toward the reorganization of the machinery of this government on business principles. I ask it because its work is entirely non-partisan in character and ought to apply to every citizen who wishes to give effectiveness to popular government, in which we feel a just pride. The work further commends itself for the reason that the cost of organization and work has been carefully considered at every point. Three months were taken in consideration of plans before the inquiry was begun; six months were then spent in preliminary investigations before the commission was organized; before March 3, 1911, when I asked for a continuance of the original appropriation for the current year, only \$12,000 had been spent.

The expenditure for the inquiry during the present fiscal year is at the rate of \$120,000. The mass of information which must be collected, digested and summarized pertaining to each subject of inquiry is enormous. From the results obtained it is evident that every dollar which is spent in the prosecution of the inquiry in the future will result in manifold savings. Every economy which has been or will be effected through changes in organization or method will insure to the benefit of the government and of the people in increasing measure through the years which follow. It is clearly the part of wisdom to provide for the coming years means at least equal to those available during the current year, and in my opinion the appropriation should be increased to \$200,000, a sum which would amount to \$80,000 should be provided for the publication of those results, which will be of continuing value to officers of the government and to the people.

WM. H. TAFT,
The White House.

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